



MR. RADU EMILIAN – A VISIONARY PROFESSOR

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Tourism academic program within the Faculty of Commerce at The Bucharest Academy of Economic Studies (BAES), established in 1977 under the name of Economy of Gastronomy and Tourism Services, was decisively influenced by the strong personality of Prof. Dr. Radu Emilian. Ten years ago this is how he was recalling the birth of the newly established program: “I entered with my opinions and as a Lecturer of Marketing into the office of Dean professor Alexandru Puiu, and I exited his office carrying his opinions and as a Lecturer of Gastronomy and Tourism Management...” In 1990-1991, professor Radu Emilian reshuffled the program, re-naming it Tourism and Services, that is the same name like the new Department (Chair) of Tourism and Services, which was under his leadership until 2008. In 1971 he attended in France a course on inventory

management at Agence pour la coopération technique industrielle et économique. Professor Radu Emilian created and promoted some new courses, like The Management of Human Resources and Hotel and Restaurant Management Simulation Game, which today are still in the university’s curriculum. He also guided and supported many of his team members to achieve a doctor’s degree. His competencies were also highly appreciated outside the University, as he was appointed a counselor for the Competition Council of Romania, as well as a Chief Editor of the Magazine “Profil Concurență”. In 2011 the Senate of the Academy granted him with the title of Professor Emeritus (Nicolae Lupu).

JEL Classification: L81, L83, M11, M12, M14

Born in 1938, Mr. Radu Emilian strongly influenced the way the management of commerce and tourism was lectured in the Romanian universities. He had a very active career, with numerous challenges and he was highly appreciated by the generations of students.



The specialization course in France, in 1971, certified by the graduating diploma, allowed the young researcher to improve his knowledge of inventory management

scientific work. Moreover, with talent and passion for mathematics applied in management he began producing valuable and innovative scientific research, like using the exponential smoothing for forecasting the demand and for the inventory management.

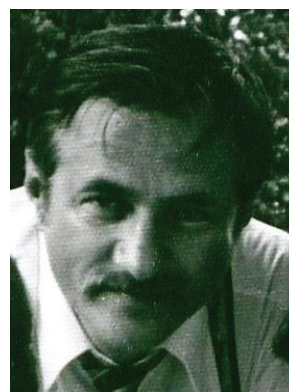
Even if it looks surprising for the young people of today, which are very familiar with using internet and information technology, professor Emilian attended various courses on computer programming organized by IBM and by training centers in Romania, because according to his vision, high performance management of the commerce and the tourism was supposed to be possible in the future only by using modern technologies.

Following his interest for the inventory management, as well as for sales techniques, store design, store layout and promotions, he decided to begin working for his PhD degree. In 1971 he was admitted to the doctoral program under the scientific guidance of Prof. Dr. Constantin Florescu, a great personality of the Romanian research for commerce and marketing. In 1976 professor Radu Emilian successfully presented his PhD thesis, *Inventory Management of Wholesale*, for the degree of doctor of economics. The cooperation with Prof. Florescu marked his entire career; he was always respectfully referring to him as “The Professor”, but with this apparently simple word he meant the talent, dignity, professionalism and excellence of his mentor.

After 1972, professor Radu Emilian follows the career path, for which he feels he was born: the academic. He develops quite slowly (because “this is how the times were”), but in a sustainable way and in 1993 he is awarded the title of a University Professor, as well as coordinator of doctoral thesis in economics, with the Economics of Commerce and Services specialization. However he still pursued scientific research, as well as the improvement of his knowledge and skills, by attending various courses on topics like management,

After graduating with exceptional marks the Faculty of Commerce at the Bucharest Academy of Economic Studies, he was granted by the government a researcher position at the Bucharest Institute for Commercial Research, where he worked for four years. During that period he brought a valuable scientific contribution and wrote numerous studies and articles in specialized journals, like “Comer□ul modern” (“Modern Commerce”), “Probleme economice” (“Economic

Issues”). Approaching specific commercial subjects, especially related to inventory management (warehousing, intelligent inventory management, inventory optimization), was the starting point for his



At the beginning of his academic career - cheerful, like all professor's colleagues know him

competition, informatics, the most important being probably the “Inter-Functional Management” Course organized by BAES and the Graduate School of Business Administration, Rutgers University, Newark, New Jersey. His permanent desire to be always updated with the news of the science of management, which was quite difficult during the communist times of isolation in Romania, helped professor Emilian to have an innovative vision about the educational system, with all its aspects: content, curriculum, methods, communication with students, and motivation of his co-workers.



With some members of the Tourism and Services Department in 1997; from left to right, standing, the following professors: Gabriela Țigu, Ștefan Brad, Puiu Nistoreanu, Radu Emilian, Claudia Țuclea, Olimpia State; in the front line the professors Rodica Minciu and Delia Popescu

Some of his most important research works on commerce and marketing during 1972-1989 are *Bazele comerțului interior* (*Basics of Commerce*, 1978), *Marketing*, (Editura didactică și pedagogică, 1975, 282 pages, co-author), *Elemente de conducere interfuncțională de marketing* (*Elements of Inter-Functional Management in Marketing*, vol. III, Edited IECIT, 1979, 521 pages, co-author), *Marketing* (2 vol., Edited BAES, 1980, 840 pages, co-author), *Marketing* (Editura didactică și pedagogică, 1981, 420 pages, co-author). However after 1981 he focuses with passion on the management of tourism and gastronomy, which becomes his new challenge and on which he makes various presentation at conferences and seminars organized by BAES, at the Institute for Commerce and Tourism (IECIT), respectively at the Ministry of Commerce and Tourism, as well as various articles published primarily in journals like “Comerțul modern” (“Modern Commerce”), “Marketing Design”, and “Buletinul de marketing” (“The marketing Bulletin”). His publishing activity brings valuable contributions in the Commerce and Tourism, by using modern research and analysis methods, as well as approaching specific topics on operations management (including human resources), marketing, and consumer’s behavior.



*With prof. dr. Virgil Balaure, one
of the closest friends
and colleagues*

At the same time, as a Professor in the Marketing Department of the Faculty of Commerce, he had a strong impact on the development of many generations of students, particularly those at the Economy of Gastronomy and Tourism Services program, who were considered the elite of BAES. And why was his impact so strong? The answer is simple for the students under his guidance (including me): high professionalism, very efficient communication with the students, practical approach, seriousness, but also sense of humor. As a result professor Radu Emilian was

probably the most appreciated academic of each generation of students. All his students recall the most practical discipline, but at the same time generating most of the head-aches: *The Hotel and Restaurant Management Simulation Game*, which was created, designed and permanently improved by professor Emilian. This Simulation was an application of the course *Management of Gastronomy and Tourism* (based on book with the same name, published in 1981 at BAES, re-published later and which was the only book available on this topic at that time). Besides the fact that the *Simulation Game* was a highly practical discipline (the students had to simulate managing a tourism company during one year, including all the major strategic and daily decisions), it also offered the chance to utilize modern decisional instruments, including the informational technology after 1995.

BAES is still the only university having the *Simulation Game* in its curriculum and in the meantime the *Simulation Game* became one of the main practical disciplines, requiring lots of effort and stimulating the student's creativity. All students, but recently also the candidates for the MBA courses remember very well and appreciate how the Simulation challenged them and trained them to take decisions in terms of purchasing, inventory management, pricing, under uncertain market conditions or during crisis situations.

Practicing in real gastronomy and tourism companies is another event which the students of professor Radu Emilian recall with appreciation. He was designing and coordinating these internships in the respective companies, offering the students the chance to learn the practical basics under the guidance of both the mentor from the university, respectively the professionals from the real-life companies.

Other Professors like Rodica Minciu, Maria Ioncică and Gabriela Stănciulescu brought a very valuable contribution to the development of the curriculum related to gastronomy and tourism. After the Revolution in Romania in 1989, professor Radu Emilian took a major decision which influenced this specialization: **establishing the Department of Tourism and Services**. Due to his excellent managerial skills appreciated by all the members of the Department, he was able to remain its leader until his retirement in 2008. Therefore, 1989 marked the beginning of a very fruitful period in the career of professor Emilian, in terms of his lecturing, publishing and researching activities. He also managed to build a young and dynamic team, highly respected within the university.

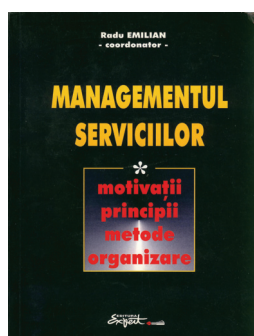
It's difficult to say what the dominant of his career development after 1989 is: his exceptional teaching and researching skills, highly appreciated by the students, or his visionary leadership. However his visionary thinking influenced both these sides of his activity. As a best example, I would like to mention, that in 1994 professor Radu Emilian introduced in the curriculum of the Tourism and Services program the course *The*

Management of Human Resources – it was for the first time in Romanian university. As the course was very appreciated by the students, a few years later the book with the same name, *The Management of Human Resources*, was published under the coordination of Prof. Dr. Radu Emilian. Besides the students' appreciation, an even higher recognition came from the Romanian Academy, which in 2001 awarded the authors (Radu Emilian, Gabriela Țigu, Olimpia State, Claudia Țuclea) with the "Virgil Madgearu" prize.



The book Conducerea resurselor umane (The Management of the Human Resources), by Radu Emilian, Olimpia State, Gabriela Tigu and Claudia Țuclea, awarded later in 2001 by the Romanian Academy

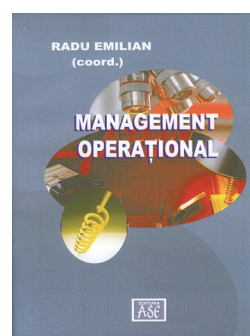
Other disciplines followed later, novelties in the Romanian academic system and developed in a very creative way: *The Management of Services (Management în servicii)*, *Fundamentals of Corporate Management (Fundamentele managementului firmei)*, *Operational Management in Services (Managementul operațiunilor în întreprinderile de servicii)*, *Operations Management (Management operațional)*, *Organizational Behavior in Tourism and Hospitality (Comportament organizațional în turism și industria ospitalității)*. Almost all these courses were taken over later by other Romanian universities.



The first out of a series of books on management topics written by Professor Emilian together with his team (Gabriela Tigu, Olimpia State, Puiu Nistoreanu, Laur Emilian) in the year 2000



"The course which we are now presenting, is the result of our big effort of adaptation to the modern theory on micro-economic management and showing the actual type of management – this witch of the modern economy" (Radu Emilian, 2004)



Another course, innovative for the Romanian economical universities, a book which is comprehensive and very useful for the students and professionals, published in 2006 by ASE

Moreover, these courses were cited as reference and bibliography in various university and high school books, doctoral thesis, articles and presentations.

After the year 2000 an important new initiative of professor Radu Emilian was establishing **the MBA Program for Tourism and Hospitality**, as he anticipated the increased demand for such a course. This program was appreciated not only by the candidates, but also by the business people in this industry (in fact, many of them being his former students), who were invited to share with the candidates their experience.

Professor Radu Emilian motivated and involved his team in numerous projects, like conferences and other events, research projects, publishing activities, respectively co-operations with the business environment. For example, every year after 1999 the Department of Tourism and Services participated and had its booth at the Romanian Tourism Fair. He motivated his team to develop and introduce new disciplines in the curriculum, like for example in 2001 *Business Ethics* (absolute novelty at BAES).

In terms of his publishing and research activity, professor Radu Emilian brought major contributions to the development of marketing, management (particularly human resources management), tourism and commerce after 1989: more than 40 research and development contracts, out of which 4 grants, awarded via auction and which, requiring several years of work, respectively many human resources research projects, academic presentations, articles published in prestigious specialized Romanian journals.

As a result, the Romanian Academy – The National Institute for Economy awarded him with the title of Associated Researcher, Grade 1.

Professor Radu Emilian crucially supported many academics, researchers and other specialists to develop their career, by guiding and coordinating them for their PhD degree. The topics were always innovative, either referring to the strategies of specific types of tourism (spa, coastal, mountain, cultural, ecological, religious, rural etc.), or to various aspects of the modern management (strategic, operational, human resources, corporate culture) within the tourism and hospitality. The recognition was that he was also very often invited to be member of the doctoral committee at various universities. But besides that he approached in a very professional way the work with doctoral candidates, he also put a lot passion and empathy when collaborating with them.

Recognition and appreciation from beyond the academic environment are also very important for a professor. Many public institutions requested the expertise of professor Radu Emilian for consultancy related to recruitment: the Ministry for Foreign Affairs, the Ministry of Tourism, and the Supreme Council of Magistracy. In 1996 he was nominated by the Romanian Parliament to be Councilor (equivalent of a Sub-Secretary of State) at the Competition Council of Romania; he held this function for four years.

But many of the achievements of professor Radu Emilian are not quantifiable. And I mean the large amount of knowledge gathered by his students and young academics, who will always keep The Professor in their memories and hearts. And we hope that the history will not stop here, because the need for visionary leaders is now higher than ever.

** The author was a co-worker of profesor Radu Emilian and she is now his successor as a leader of the Department of Tourism and Services, re-named in 2011 as the Department of*

Tourism and Geography of the Faculty of Commerce, The Bucharest Academy of Economic Studies. Among other competencies and responsibilities, at the suggestion of professor Radu Emilian she founded the new disciplines of Operational Management in Tourism, Management of Tourism Destinations, respectively Business Ethics – all of them based on her books, which became fundamentals for the Romanian academic environment. She is also the Director of an MBA program, she is guiding the doctoral work of various candidates (she was guided for her doctoral work by professor Radu Emilian) and she is a member of the National Council for Awarding Academic Titles, Diplomas and Certificates. As a speaker of several foreign languages, she was part of numerous international doctoral committees (in Sweden, Italy, France), she was invited as a lecturer at universities in France and Spain. She is a member of the publishing committees of various specialized journals (including "Amfiteatru Economic") and member of several advising councils. Additionally, she is a member of the Association of Tourism Journalists and Writers of Romania, a member of the Tourism Press Club, a member of the International Federation of the Tourism Journalists and Writers, a member of Skål Club (the organization of executives in all tourism branches). Highly competent and, at the same time, very friendly (she has more than 1000 friends on Facebook), she has excellent recognition among academic colleagues, as well as within the tourism business environment. She was awarded in 2001 with the "Virgil Madgearu" prize of the Romanian Academy (as member of a team under the leadership of professor Radu Emilian) and in 2011 with the "Excellence in Hospitality Education" at Trend Hospitality Romania.